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ABSTRACT

This book claims that leaders must gain both cognitive and affective understanding of racism, sexism, heterosexism, and other elements of diversity to be effective. The volume is divided into 10 chapters. Chapter 1 provides an overview of the organizational development model, Managing Diversity, in which managers identify the problem, collect and analyze data, and posit a diagnosis. Chapter 2 uses autobiography to illustrate how women and persons of color have had experiences in life that differ from those of white men. The next chapter moves from the personal to the societal level and explores the antecedents to managing diversity. Chapter 4 pulls these antecedents together to show how they constitute the current efforts to manage diversity, whereas chapter 5 describes how these movements were implemented in various organizations. Chapter 6 discusses an 8-year intervention at a fictional corporation where the CEO invested time and money to change the culture of the organization. The next chapter explores the dilemma of white men in diversity work and challenges the perception that many of them are angry. Chapter 8 constitutes a case study of an organization and the strategies used to manage diversity. Chapter 9 reviews the tenets in managing diversity, and the last chapter returns to the theme of leadership and speculates on the future. Four appendices contain further information on diversity management. (Contains an index and 74 references.) (RJM)

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